

## **CHAPTER 7**

### **COMMUNITY DESIGN GUIDELINES**

A person's perception of his or her community comes from experiences that are in part shaped by the structure and elements of the public realm. A tree-lined street provides a peaceful setting for evening walks. Main Street and Park Avenue host festive community parades. The mere presence of religious and civic buildings can both comfort and inspire as well as historic sites recalling the roots to our past. All of these elements of the built environment serve a purpose greater than the bricks, mortar, or landscaping from which they are made. It is this ability of the man-made environment to evoke emotional responses that obligates us to manage the public realm in a responsible and thoughtful manner.

The public realm is the network of places, spaces, and buildings of which many people in the community feel a part. It is not enough for new development only to provide good roads, expand water and sewer systems, or meet building codes. New development should respect the qualities of the town and contribute new features designed to be compatible with the old.

The Master Plan can play a central guiding role in enhancing the public realm by identifying existing qualities in order to preserve them, by identifying missing needed elements of the community and planning for their provision, and by requiring future growth to respect and contribute to the Town character.

#### **Setting a "Big Picture" Vision**

The community can identify the "Big Picture" vision as well as the specific design elements and various regulations can be established to protect those characteristics. Growth can be successfully accommodated when it does not irreparably harm or erode the major components that constitute an established or emerging community character. The community needs to concentrate on those assets or features that are truly distinctive or worthy of conservation. Elements significantly contributing to community character should be recognized, so that designers may more appropriately handle finer details.

Aesthetic standards will not be legally upheld if they are deemed arbitrary or capricious. There must be a clear link between the purpose of the regulations and the requirements. In other words, the regulation must have a valid public purpose that is clearly articulated. If the regulations instituted are mandatory, the design process must establish fair and timely review and appeal procedures.

The general plan policies should also anticipate opportunities for new development by defining the Town's visual character. Compatibility with existing development is

emphasized in the retail area in order to maintain the walkable, pedestrian scale. The policies extend not only to buildings but also to the spaces between them, not limited to, but including, street corridors, intersections, plazas, and parks - essentially any public pedestrian space. Collectively, the goals, policies, and programs define the vision in very precise terms.

Establishing the Town's visual character, policies are created to encourage gateways, plazas, and parks. It also is aimed at maintaining scenic view corridors to increase pedestrian access to and through the retail area and to preserve the existing character and identify shopping areas.

Beyond the downtown retail core or highway corridor, policies for residential areas are established and include design standards that require infill development to be compatible with existing neighborhoods, that minimize disruption of the sites natural topography and that discourages identical unit design for single-family residences on adjacent or opposing lots. Standards for design and appearance developed by the community consensus are the most effective.

### **Identifying and Preserving Existing Community Features**

Existing community features currently in evidence in Mount Airy and other similar small towns include civic and public buildings, parks, historic sites, and churches. These sites are important because they remind residents of the meaning and significance of "community" and the related architectural features that instill a sense of pride for town residents. The following section identifies how some important places and buildings may be preserved or enhanced.

*Site Improvements:* Almost all of the places or buildings identified as significant to the community are located on the Town's historic streets. By implementing the landscape improvements that enhance the Town's main entranceways, these landmarks can be improved. Visibility of prominent features is also important. Landscaping framing the views to the site would add to their aesthetic nature. Appropriate signage, decorative site lighting, flagpoles and similar elements can further enhance the prominence of significant sites.

*Street Alignments:* Changes to road patterns, or the alignment of planned streets can emphasize important buildings or sites. Streets can be aligned to focus views on important buildings, similar to how the view north on Main Street is terminated by the location of Saint James Episcopal Church. Pine Grove Cemetery is highly visible from Wildwood Park, and streets that are planned on axis with this view may reinforce its significance.

*Historic Preservation and Downtown Revitalization:* In 1984, a survey was undertaken by the Maryland Historical Trust that resulted in the delineation of a Historic District in Mount Airy. This district is now listed in the National Register of Historic places. The Historic District is centered in downtown and located predominantly along Main Street, between Flower Ave. and the Mount Airy Elementary School. The District includes the downtown area and most surrounding older residential areas.

The Historic District survey rated every building for its contribution to the historic character of the District. Three properties were rated "A" having exceptional significance; the Mount Airy Train Station, Calvary United Methodist Church, and Pine Grove Chapel. About a dozen buildings, mostly in the downtown area, received a "C" rating, which designates buildings that are potential historic resources but require rehabilitation or restoration. Most other buildings, particularly residences, were rated "B" historically significant. The historic district listing can be used to promote rehabilitation of buildings in the downtown area through tax credits, grants, and low interest loans available for historic preservation of commercial buildings.

Revitalization of the Downtown, the most significant place in Mount Airy' s public realm, must give due consideration to historic preservation. A "Downtown Improvements" plan could be established to suggest methods by which the historic downtown may be improved. The plan should be directed at taking a comprehensive look at how to improve the Downtown area, including the potential for historic preservation and restoration, possible changes to zoning and land-use to encourage Downtown development, marketing strategies to attract new businesses, public improvements such as lighting and signage, and available grant and loan programs that may be available to execute such programs. The plan could also serve to educate residents about future history and future growth options for the Downtown. The plan creation should involve discussion and feedback from many groups, including downtown merchants, local historians, architects or persons with related professional backgrounds, the Planning Commission, the Town Council and local residents.

*Heritage Tourism:* The term heritage tourism refers to tourist activity that is oriented around the visitation of historic and cultural attractions, natural resources, and local dining and lodging establishments that impart a unique, regional experience not duplicated anywhere. Heritage tourists are in search of the “real” and “authentic” qualities of a place. The heritage tourism market is a lucrative one to pursue since studies have shown that tourists who fit the heritage tourist profile often are more highly educated, older and wealthier and, as a result tend to spend more per trip, than the average tourist. However, to attract the heritage tourist, Mount Airy must be able to offer them the type of unique and authentic experience they seek. Mount Airy is fortunate to have many of the requisite qualities for heritage tourism – quaint and attractive downtown that have been preserved to a large extent, an array of unique local dining and shopping opportunities, a calendar of events that reflect the region, and beautiful rural scenery. But in order to capitalize upon the potential that exists, a conscious effort must be put forth to retain and attract unique businesses and cultural facilities, preserve the historic fabric of the towns, and protect the rural countryside and way of life.

One effort that is currently underway to do just this is the designation of the Maryland Civil War Heritage Area. This effort seeks to gain certification as a State Heritage Area for Mount Airy. In Mount Airy, these sites primarily relate to troop movement through the area prior to and just after the Battle of Gettysburg. The Union VIth Corps and 6<sup>th</sup> Calvary passed through Mount Airy on their way to Gettysburg and Union Troops were quartered in Pine Grove Chapel to guard the National Road and the Mount Airy Station, a freight depot for the B&O Railroad. Properties within certified heritage areas are eligible for grants for planning, design, interpretation, marketing, and programming in support of Heritage Area Management Plan objectives. Additionally, Target Investment Zones (TIZs) have been identified as part of this process. TIZs are areas towards which substantial amounts of funding are to be directed as a result of their having concentrations of heritage resources and visitor resources. Mount Airy should seek to become a Targeted Investment Zone (TIZ). Properties within the TIZs are eligible for additional grants and loans for capital projects and economic development projects, as well as state income tax

credits for the rehabilitation of certified heritage structures. Presently, the Maryland Civil War Heritage Area Management Plan is in the final stages of completion. It is expected that the plan will be presented to the Maryland Heritage Areas Authority for approval in the summer of 2004.

### **Analysis of the Town Structure**

While individual buildings and sites contribute to a community's design and identity, the street system is the foundation of the community framework. The organization of the street system often reflects the unique environmental features, social or economic factors, cultural influences or the settlement period. Three typical street system organizations are the grid, radial, and linear.

In each pattern a different order hierarchy is established that inherently determines appropriate locations for important spaces and buildings. In the grid system a "square" defined by four streets may assume the role of town center. In the radial system, by comparison, the center is the obvious "heart" of the community and many streets may play both a ceremonial or functional role. The linear street system relies on a single street to serve both functional and ceremonial responsibilities, and the "heart" of the community is usually located where important crossroads intersect that street.

Mount Airy's street structure is similar to the linear street pattern because most development occurred along the length of Main Street between Ridgeville and Dorseytown. Mount Airy's core is in the downtown, which developed where the main line of the Baltimore and Ohio Railroad crossed Main Street. Several major thoroughfares also intersected Main Street near the downtown, including Buffalo Road, Prospect Road, and Twin Arch Road. Ridgeville, Parrsville, and Dorseytown were all nearby "cross-road" communities.

A limitation of the linear system in Mount Airy is the amount of growth that can be "connected" with Main Street. The Town's hilly topography will continue to restrict the growth that will continue. Historically, all development occurred along the length of Main Street, which runs north-south along the top of Parr's Ridge. Most new development that has occurred is only incidentally tied to Main Street.

Most often, new development occurs off of older, secondary roads that occupy the more gradual grades leading to Parr's Ridge. Most of these older roads are below standard or lack sidewalks, limiting travel to car trips through Town rather than more memorable encounters that happen while walking or biking. A functional and symbolic link is needed to provide a community amenity within new development and provide connection directly to Main Street.

New residential developments are designed with few connections to Main Street, and often isolated from one another. Zoning regulations that encourage the distinct separation

of different building types has fostered these “single entrance” subdivisions. The subdivision review process exacerbates the problem by requiring buffers and berms that are constructed around each increment of new development.

These clustered developments are fundamentally different than the three basic street systems because they are not designed to be a compatible expansion of the Town residential pattern. Adding new parallel streets can expand the grid and the underlying structure remains the same. Lengthening the “spokes” and adding new rings can expand the radial town. The linear system could be expanded along its length, or by adding cross-streets. New development clusters are often only connected to the Town along secondary streets and are rarely designed to be extended into future development.

A third challenge to the development of a cohesive community is the lack of a location for community interaction within new development. New developments are only indirectly connected to Main Street and rarely connected to adjacent developments or adjoining subdivisions.



*Newer Townhouses in an older section of Town do not blend well.*

In new residential developments almost all lots and buildings are a uniform size. This helps to perpetuate the belief that the introduction of a different building type will not "fit in". In the older areas of Town many different lot and home sizes are

found on any one street. This variety can better assimilate a different use, such as how the Calvary Methodist Church assimilates in with the existing residences along South Main Street. It is unlikely that any public use will ever be located within completed new developments.

In new development, similar homes are built on lots of uniform size, fronting on streets of uniform width, and are setback an equal distance from the street. There is very little differentiation in character from one street to the next, and many new neighborhoods are

strikingly similar to each other. This uniformity does not provide the interest or character that is cherished in the older neighborhoods of Town.

### **Development of the Community Framework:**

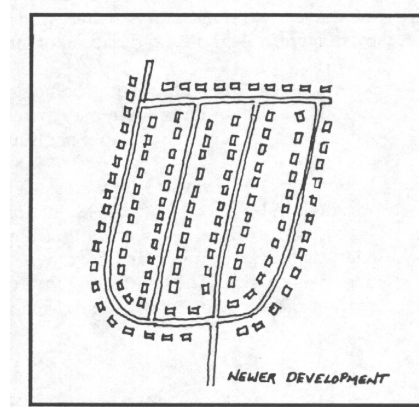
The Community Framework should reflect both the inherent order of the Town and address the growth-related problems in order to achieve a coherent sense of community. The following are the four basic principles of the proposed Community Framework.

#### **Typical Pattern of Newer Development**

##### **Reinforce the primary importance of Main Street:**

Landscape improvements along Main Street can be reinforced by implementing the landscaping plan discussed in previous chapters and by establishing the program for Downtown Revitalization discussed earlier in this chapter.

Some of Main Street' s unique qualities should also be maintained. The historic ~~flow~~ <sup>flavor</sup> of the residential architecture should be protected, and infill buildings should be compatibly designed. The landscaping along Main Street is informal, with large old trees gracing front yards but not formally lining the street. As many older trees are dying now, new young trees should be planted in their place. The residential use of homes has been vigorously protected, successfully preventing the commercialization of Main Street.







**Downtown Mount Airy, looking south- 2003**

*Preservation and Enhancement of Gateways:* The existence of Route 27 Bypass provides a great opportunity to reinforce the significance of Main Street. Main Street used to be part of the major north-south route from Westminster to Damascus and points south in Montgomery County to move traffic around Town. This arrangement has provided an opportunity to "announce" Main Street at its north and south entrances from Rt. 27 by a gateway element at each end of Main Street, where it meets Route 27. Signage, a flagpole, landscaping or other similar special feature could easily accomplish this.

*Downtown Improvements:* Downtown is the physical, historical, and symbolic heart of Mount Airy, and the focal point of Main Street. Maintaining active businesses in the Downtown area, improving the sidewalks and building facades, and continuing the parades and festivals that are centered in Downtown are just a few ways the Town can celebrate this special place. The newly formed Downtown Revitalization Committee may provide a framework from which to initiate some of these efforts.

*Provide an east-west "spine" to connect new areas of Town with Main Street:* It is not possible or desirable to try to create a new Main Street, linking development to the east and west of Town. Rather, a new "spine" that is compatible with new development characteristics is possible. Much open space has been left undeveloped at the periphery of new developments, often due to steep slopes, wetlands, floodplains or similar environmental limitations.



This open space has tended to occur along swales flowing in an east-west direction away from Parr' s Ridge. These swales form interconnected stream systems, and provide an ideal path for a new east-west linear park. This new "spine" will naturally interconnect undeveloped open space around existing development, as well as be protected from development on vacant land by environmental regulations.

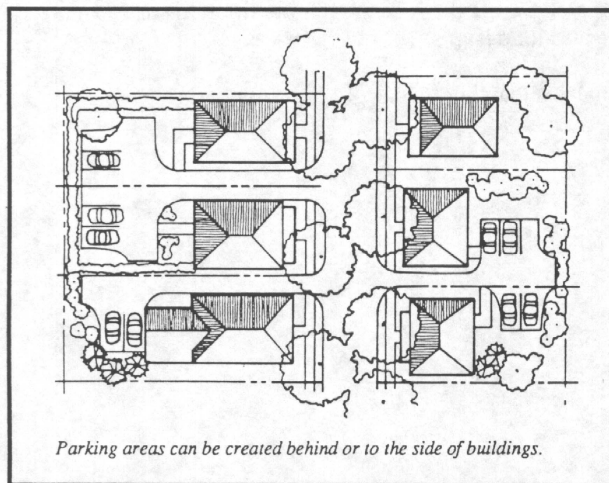
While Main Street presents the features of the built environment, the linear park will show off the spectacular hills, valleys and views framed by the rolling topography. The park will meet Main Street at its heart, the Mount Airy Train Station, further reinforcing the importance of the railroad on the development of Mount Airy. History continues to be an integral element of the park as it extends east, along a two-mile length of the historic Baltimore and Ohio Railroad track, which was abandoned in the early 1970s.

On its route east, the linear park meets Watkins Park, providing a short and beautiful half-mile walk from the Train Station through the ravine, which was cut for rail passage across Parr' s Ridge. At its eastern most point, the trail will meet the original stone bridge that carried the railroad over the Patapsco River to downtown Mount Airy. From this point, the trail could be continued south to the Twin Arch Bridge, and east, connecting to the Gillis Falls Reservoir or all the way to Sykesville.

To the west, the park would extend to the 90 acres purchased by the Town. On its route west, the linear park will connect with Prospect Park and East-West Park, increasing the accessibility of these amenities to many residents by walking or biking. At its western end, one of the prominent hilltops on the Town property could be capped with a large pavilion or similar civic feature, appropriately terminating the western end of the park.

Along its route, several "green fingers" could reach into new developments, further increasing accessibility to residents not directly adjacent to the park system.

*Provide street connections between new developments and with Main Street:* An interconnected road network will relieve the major roads of some minor in-town car trips,



as well as provide for opportunity for community interaction. Without these minor connections, all car trips are relegated to heavily traveled "collector" roads, which, in turn, are not pleasant for pedestrians or bikers. Collector road design standards exacerbate this problem by severing or isolating communities.

The interconnected "local" roads should be designed with appropriately scaled and landscaped streets, inviting

walking and biking between neighborhoods.

*Provide a location for social interaction within new developments:* For new developments that are more removed from Main Street, it would be beneficial to provide settings for community interaction at the neighborhood scale. Ideally, a civic or public use should be central to several developments, and within a short, five to ten minute walking distance. Some of the locations of these neighborhood centers have developed as the following: a community based recreation area, a nursing home and assisted living facility within a senior housing complex, small neighborhood library and senior center. Local street connections are possible between each center and Main Street, and also directly or indirectly between each other.

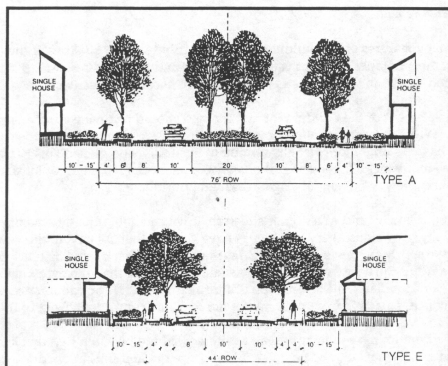
Public and partly public as well as private enterprises can provide a place for socialization. A passive recreational park with a bench or two can provide a small social setting. However, uses that attract moderate levels of activity better encourage such interaction. Churches, association meeting halls, and community activity buildings are civic-minded uses that can be designed sensitively within the context of residential areas.

### **Improve the Quality of New Development**

As mentioned earlier, the public realm consists of all places or spaces that people perceive as an intrinsic part of the Town character. Public as well as private development contributes to the perception of Mt. Airy' s character. While the Town has direct influence over the location and design of public buildings and parks, the control the Town has exercised over private development has been largely limited to basic zoning and infrastructure decisions.

To ensure that future development respects and enhances the Town character, elements of new development that make up the public realm must be thoughtfully designed and integrated into the existing character. Unique site features, the arrangement or addition of street trees and blocks, the relationship of buildings to the street, and the landscaping all contribute to the character created by new development and determine the "fit" between the new and the old.

Consideration of the "design" of new development should be an integral part of the development review process. The following section outlines some basic design techniques that could increase the Town' s ability to improve the quality of new development at three levels of detail: the site plan, the streetscape and the building lot.



*Site Plans:* The site plan should be shaped by many factors, only one of which is zoning regulations. The topography, views to and from the site, historic or other significant features, adjacent patterns of development, environmental features,

parks and recreation opportunities, and similar site influences should all be used to help shape the site plan. These features should be compiled as a "Site Analysis Plan" and submitted at the sketch plan phase of a development.

The sketch plan or what is termed a "concept plan", should illustrate how the proposed site design responds to the various site issues. Site sections across the major areas of the site may be required to help illustrate the site design's response to topography, views, open space definition, or similar features.

These submissions should enable the Planning Commission and the applicant to be more aware of unique opportunities each site presents, and result in better site design. The Subdivision Ordinance should require that all submissions from the preliminary plan to the final plans incorporate specific design elements.

The submissions should also show the most efficient pattern of development for the land in question, so that maximum utilization of topography, open space, sensitive areas, and density allowances may be emphasized.



**Senior Housing designed for small town community cohesiveness.**

*Streetscape Design Elements:* The streetscape is a very important determinant of a new development's contribution to the public realm. Street trees are remembered with admiration and are a credit to the Town. Streetscapes with bad proportion, inappropriate or lack of

landscaping detract from the Town character or create unattractive characteristics.

Larger developments have the ability to create entire streetscapes. Each new street can have a unique character, or a hierarchy can be established where each streetscape may reflect higher, moderate, or lower street classifications within the development. If a street hierarchy is developed it should be identified early at the concept plan stage.

A street section can easily illustrate review of a project's impact on or development of a streetscape. The street section should include a section through a typical building elevation (cross-section) showing the front yard, sidewalk, any landscaping, the street

width (identifying parking and travel lanes), street lighting, and any other relevant information.

If several types of streets are proposed, including alleys, a street section should be submitted for each. Each of these street section(s) should be delineated on the Concept or Preliminary Plan.

*The Building Lot:* There are many features of the building lot that contribute to the qualities of the streetscape, most notably the front yard landscaping and the building front. It is difficult to regulate optimal design in these areas, as judgments can become subjective.

There are two major elements of the building lot that can and should be reviewed: the parking and lighting provisions. While the number of cars owned by families continues to rise, the parking provisions have become more visually dominant in subdivision and site plans. Lighting designs are often designed for the individual site use, but intrusive and disrupting to adjoining properties. The Town recently adopted a Town Lighting Ordinance to serve as a regulatory mechanism for commercial and industrial site design. This ordinance sets standards for pole height, wattage of fixture, type of fixture and photometrics.

The main goal of site plan review for the Town is to take into consideration the optimal arrangement of parking spaces that minimizes negative visual effects on the streetscape and lighting design that enhances the site within the surrounding environment while meeting the needs of the individual use.

*Design Guidelines:* Many communities adopt Design Guidelines as a way to facilitate better development design. Design Guidelines can guide the design of site, streetscape, parking provisions, and lighting. They can often be used to guide improvements in historic districts. Guidelines can specify different levels of detail, and should be no more restrictive than necessary to achieve the desired goals.

Design guidelines should be explored as an option to further encourage better site design for new developments in Town whether they address residential, commercial or industrial development.

Basic design guidelines can determine standards for buffering, lighting, parking, etc. These guidelines allow flexibility with those items without having troublesome situations arise with adjoining property owners. Consistency between properties can be achieved by setting basic options for lighting fixtures, fencing types, and buffering specifications.

Guidelines can also provide suggestions for architectural style depending on the location of the new business or building structure to ensure visual and physical compatibility with the surrounding district.

These guidelines are not intended to function as an "architectural review" type of control. Rather they should be structured as options to be incorporated into any new building or an adaptive reuse of an existing structure.

### **Protection of Cultural and Historic Features**

The Town of Mount Airy has a designation "historic district" that is recognized by the State of Maryland, but it is not regulated at this time by any architectural review type of board. For the most part, many of the older Victorian homes along Main Street have been kept intact in terms of their original architecture and drastic changes to the exterior of these homes have been avoided.

Within the context of the cultural and historic buildings, and other structures, every effort should be made to preserve these places in their original style. Any development or changes in land use around these existing recognized buildings or structures should be highly sensitive and protective of their preservation.

The Town should investigate possible nominations to the National Register if these sites within the Town boundaries qualify for that recognition. In addition to having sensitive site design techniques employed, the Town should also look into the addition of decorative features such as special lighting techniques or ornamental landscaping to enhance the individual sites.

### **State Smart Development Suggestions for Neighborhoods**

The State of Maryland has developed basic guidelines and principles that should be incorporated into the subdivision and zoning regulations throughout the State. The State's intention is to implement standards through regulatory tools to ensure that the "Smart Growth" principles stay intact from policy to practice. Below is a summary of some of those design principles.

- Permanent preservation of land outside of smart neighborhoods balances the increase in density in smart neighborhoods.
- Logical extension of communities, smart neighborhoods respect and reinforce the existing pattern of development through connections, spatial hierarchy and well-defined edges.
- Pedestrian and vehicular connections to existing and future development to disperse traffic flow and provide route options.
- Continuity of protected on and off-site environmental features increases environmental protection and supports community benefits provided by natural systems.

- An establishment of a variety of open space amenities serves a range of interests and creates spatial hierarchy within the community.
- Design and location of open spaces can protect important natural assets.
- Smart neighborhoods use landscaping to accentuate the appearance and improve the function of the public realm, including streets and open spaces.
- Landscaping accentuates and reinforces the built environment, along with providing community connections and community identity.
- Smart neighborhoods should balance mobility, safety, and other needs of pedestrians, bicyclists and vehicular traffic.
- The hierarchy and design of streets constrict to the sense of place and helps orient people.

*Architectural and Building Design Suggestions:*

- Building design and massing in smart neighborhoods achieves a graceful mix of uses and housing types, ensures privacy and safety and contributes to the long term desirability of the community.
- Smart neighborhood developments shall include a mix of commercial, office and employment, civic and residential uses, and shall mix commercial/office/employment and residential uses within buildings and blocks.
- Minimum net residential density is 3.5 units per acre in a small town rural setting. The design should reflect the density of the surrounding community but in no case be less than 3.5 units/acre.
- The smart neighborhood shall pursue the connectivity of pedestrian and vehicular networks, natural systems and open space networks with adjacent communities, existing and future.
- The neighborhood shall contribute to unmet commercial, housing, civic, and open space needs in nearby neighborhoods.
- The buildings in this neighborhood should not be constructed to a height greater than its distance from any adjoining residentially zoned or residentially developed property, unless topographical features permit a greater height without usually impacting adjacent land uses.



- The smart neighborhood shall incorporate public open space to meet residential needs, stormwater management requirements, and environmental protection goals through a variety of parks, squares, playgrounds, plazas, greenbelts, preserves, and water infiltration areas. The development shall make the maximum use of existing natural systems and features.

- The smart neighborhood shall include landscaping to soften and enhance the built environment, enhance the streetscape, form public spaces, provide shade and reduce glare, improve the quality of the natural environment, reduce visual blight and noise, break up impervious surfaces of parking lots.

#### Access and Circulation:

- The smart neighborhood shall include pedestrian and vehicular connections to existing or planned transit, adjacent communities, and other off-site destinations.

- The internal street network shall not employ the use of closed street systems except when environmental or topographical constraints, or barriers such as railroads or freeways prohibit full street extensions, or where use of closed street systems enhances the design of the community.

- The internal street network shall include sidewalks on both sides of the street and bike lanes on major streets.

- Block lengths should not exceed 200' - 400' .

#### Parking Design:

- Landscaping should break up the impervious surface of the parking lot.

- Parking lot design should incorporate safety needs of pedestrians.

- All parking lots should be oriented toward the rear of the buildings.

- Parking for a specific use may be located off-site, but still within the boundaries of the smart neighborhood.

### **Policy Recommendations:**

- 1. Reinforce the primary importance of Main Street to the Town by creating "gateways" to Main Street, encouraging streetscape improvements, and researching downtown preservation and revitalization opportunities.**
- 2. Develop a linear park along an east-west route to interconnect new development, existing Town parks, the historic B & O Railroad right-of-way, and the South Branch of the Patapsco River.**
- 3. Provide a secondary street network to interconnect all areas of Town.**
- 4. Propose public or semi-public functions within new developments to impart a sense of community activity and involvement.**
- 5. Pattern new development after desirable qualities of established subdivisions.**
- 6. Look for opportunities to enhance significant Town features during the site design and development process.**
- 7. Improve the quality of new development through greater attention to site development, enhanced streetscapes and lot designs.**
- 8. Develop specific criteria for individual lighting standards for residential, commercial, and industrial zones in Town.**
- 9. Employ all available tools to protect and enhance the Town's cultural and historic resources and structures**
- 10. The Town will encourage the continued retention of its Historic District by drafting and publishing a set of Architectural Guidelines.**
- 11. The Town should explore the creation of a tax credit program as an incentive for property owners to adhere to the Architectural Guidelines.**
- 12. Mount Airy apply to become a Maryland Civil War Heritage Area and a Targeted Investment Zone (TIZ).**

**(RESERVED)**